DOCUMENT RESUME

ED 369 140 EA 025 671

AUTHOR Reynolds, Larry J.
TITLE A Practical Guide to Effective Site-Based Management.
INSTITUTION Metropolitan Educational Cooperative Service Unit of the Twin Cities Area, St. Paul, MN.
PUB DATE 93
NOTE 208p.
AVAILABLE FROM Educational Cooperative Service Unit of the Metropolitan Twin Cities Area, 3499 Lexington Avenue North, St. Paul, MN 55126-8017.
PUB TYPE Books (010) -- Guides - Non-Classroom Use (055)

EDRS PRICE Document Not Available from EDRS.
DESCRIPTORS *Administrator Role; *Change Strategies; Elementary Secondary Education; *Leadership Responsibility; Principals; *Program Implementation; School Administration; *School Based Management; Strategic Planning; *Theory Practice Relationship
IDENTIFIERS *Central Office Administrators

ABSTRACT

Although site-based management is very popular, it is not always well understood or implemented. Seeking a middle ground between leadership theory and practice, this practical guidebook provides a systemwide approach to site-based management as a school improvement strategy; integrates a student-oriented, strategic-planning process; identifies 9 essential perspectives and skills required to support SBM; recommends a 25-step implementation process; defines new roles and responsibilities of central-office personnel, principals, and onsite teams; and provides work sheets and guidelines applicable to different settings. The book also identifies eight SBM implementation problems, including lack of central-office leadership, lack of overriding vision, lack of interbuilding coordination; unclear central office-building relationship, lack of building level's "big picture" awareness, inefficient and ineffective team meetings, control-bound principals, and SEM viewed as another "add-on." Nine essential components for supporting SBM include adopting a systemwide perspective, understanding the context of change, developing leadership perspectives and sills, creating a shared vision, developing strategic planning skills, defining new roles, enhancing the work environment, understanding group dynamics, and clarifying accountability. (MLH)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****